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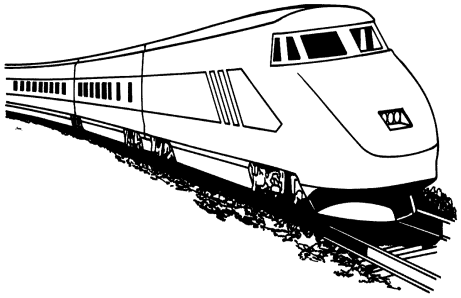
STREAMLINER



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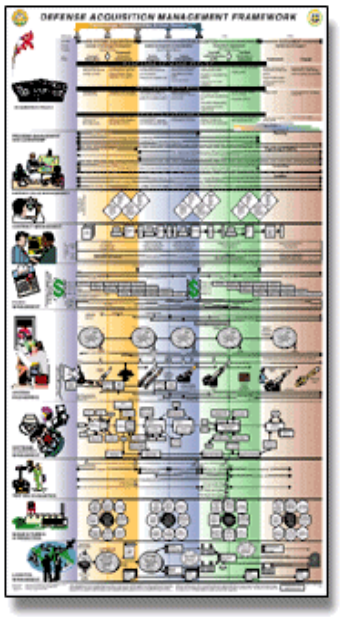

Defense Acquisition Management Framework Chart (2001)

The Defense Acquisition Management Framework Chart was developed in line with the new DOD 5000 series documents that were published in January 2001. It is used by Defense Acquisition University (DAU) as a training aid. The chart depicts an excellent roadmap of functional activities throughout the Defense Systems Life Cycle. The chart is very useful and provides basic information needed to help understand the Defense Acquisition Life Cycle Process. The chart lays out the foundation of the Defense Acquisition Life Cycle. There are three activities discussed: Pre-Systems Acquisition, System Devel-

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opment and Demonstration, and Sustainment. There are also four phases: Concept and Technology Development, System Development and Demonstration, Production and Deployment, and Operations and Support. Also, there are eight work efforts defined: Concept Exploration, Component Advanced Development, System Integration, System Demonstration, Low-Rate Initial Production (LRIP), Full-Rate Production and Deployment, Sustainment, and Disposal. The activities involved begin with the identification of the need and go from design, test, manufacture, operations & support to disposal and demilitarization of the system.
The chart rows depict the process followed by each of the following functional disciplines:

- Program Management and Leadership
- Earned Value Management
- Contract Management
- Funds Management
- Systems Engineering
- Software Acquisition Management
- Test and Evaluation
- Manufacturing and Production
- Logistics Management

You can download the chart at http://www.dau.mil/pubs/chart3000/ch_3000.htm.

Defense Systems Management College (DSMC)

The DSMC is part of the Defense Acquisition University family and, as such, is tasked to educate and train Department of Defense personnel in the acquisition arena. The DSMC has a website that is an excellent source for offering a variety of acquisition-related guidebooks and specialty publications, some of which are available online and can be downloaded for future use and reference. Some particularly interesting documents are:

The DSMC Program Manager's Tool Kit, which contains information on acquisition policies and managerial skills needed by DOD program managers. The Tool Kit can be found at http://www.dsmc.dsm.mil/pubs/misc/toolkit.htm.

DSMC has also prepared "Systems Engineering Fundamentals" that is used as a teaching tool. It can be downloaded at http://www.dsmc.dsm.mil/ and is a very good resource tool that provides a basic, simple to understand idea of what systems engineering entails. It is useful for non-engineers and engineers alike and focuses on managing the development and fielding of military systems. The book states that there are three activities involved in managing a system: technical management, business management, and contract management. Systems engineering is covered under the technical management component of DOD acquisition. The document begins with an overview of the system engineering process and discusses customer requirements, functional requirements of a system, design, and verification. Later chapters discuss what the process outputs are composed of, such as the system architecture, which describes the entire system, specifications that describe what the system must do, the different types of specifications, configuration management, technical reviews, audits, and much more.

Simulation and Modeling for Acquisition, Requirements and Training (SMART)

In the last issue of the Streamliner, there was an article about DOD's vision for Simulation Based Acquisition (SBA) and the Army's implementation of SBA by using SMART. A SMART Execution Plan that documents the strategy for implementing SMART throughout the Army can be viewed on the Army Model & Simulation Office (AMSO) website at http://www.amso.army.mil/smart/index2.htm. SMART is expected to yield four significant benefits:

- Reduced total ownership costs
- Reduced time required to explore concepts and develop and field new or upgraded systems
- Increased military worth and supportability of fielded systems
- Concurrent fielding of systems with their training devices

The concept behind SBA is that modeling and simulation (M&S) tools can be integrated and matured throughout the weapon system life cycle.

The SMART Execution Plan states that "Data is the foundation and building blocks of SMART. One of

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the first steps in realizing the Army's SMART vision is data management. Data is the common thread throughout the "cradle to grave" concept. The data issues associated with SMART are discussed in detail in section 3.0 of the Execution Plan.

Another publication dealing with SMART is the "Planning Guidelines for Simulation and Modeling for Acquisition, Requirements, and Training" dated 15 September 2000. The goal of the publication is to provide insights, lessons learned, and suggestions for achieving the benefits of M&S technologies as a way for the Army to field highly capable materiel systems in a timely manner and at affordable costs. The publication begins with an Overview and Strategic Intent of SMART, discusses the Fundamental Elements of M&S and SMART, goes into SMART Planning and Implementation, covers Special M&S Considerations, and wraps up with a list of websites that offers much more information on SMART.

Finally, AR 5-11 governs the Management of Army Models and Simulations. This AR has an entire chapter, Chapter 7, that discusses Data Management as it pertains to Army M&S data.

Knowledge Management (KM)

Knowledge Management is considered the next step to competitive advantage. Exactly what is knowledge management and how does it relate to information technology and data management? The Navy defines KM as "a process for optimizing the effective application of intellectual capital to achieve organizational objectives." Information is an arrangement of a set of data in a meaningful form, and data are the nuts and bolts.

Army Knowledge Management is a comprehensive strategy to transform the Army into a network-centric, knowledge-based force. Corporate intelligence in the form of experience and insight is applied to the information to generate knowledge that increases the organization's capacity to act.

The knowledge-based organization is comprised of three elements: infrastructure, change catalysts, and intellectual capital. Change catalysts are the policies, governing bodies, and cultural changes that are necessary to create a network-centric environment and a knowledge-based force. Intellectual capital is the expertise and insight of personnel (military, civilian, and industry partners). Infrastructure refers to the hardware, software, and communication information technology.

The Army has five goals it hopes to achieve with KM:

- Goal 1 – Adopt governance and cultural changes to become a knowledge-based organization.
- Goal 2 – Integrate Knowledge Management concepts and best business practices into Army processes to improve performance.
- Goal 3 – Manage the infrastructure as an enterprise to enhance capabilities and efficiencies.
- Goal 4 – Institutionalize Army Knowledge Online as the enterprise portal to provide universal, secure access for the entire Army.
- Goal 5 – Harness human capital for the knowledge-based organization.

For further information on Knowledge Management, go to the AKO website at http://www.army.mil/ako/

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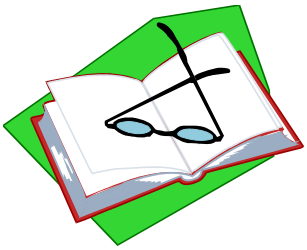
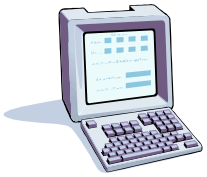


DOD Integrated Product and Process Development Handbook (IPPD)

In a previous issue (May 2000), we told you about the "Rules of the Road: A Guide for Leading Successful Integrated Product Teams," which addresses Oversight IPTs (OIPTs) and Working level IPTs (WIPTs). This IPPD handbook addresses program level or execution level IPTs and groups the tenants of IPTs into main principles. The DOD Guide to IPPD, dated February 1996, discussed the 10 basic tenets for the implementation of IPPD. The 10 tenets were:

1. Customer Focus
2. Concurrent Development of Products and Processes
3. Early and Continuous Life Cycle Planning
4. Maximize Flexibility for Optimization and Use of Contractor Approaches
5. Encourage Robust Design and Improved Process Capability
6. Event-Driven Scheduling
7. Multidisciplinary Teamwork
8. Empowerment
9. Seamless Management Tools
10. Proactive Identification and Management of Risk



This handbook has been updated and appears to be much improved from the earlier version. This one, dated August 1998, can be found at *http://www.acq.osd.mil/io/se/ippd/ippd_hdbk.doc*

The main principles that are discussed cover:

1. Customer Focus
2. Concurrent Development of Products and Processes
3. Early and Continuous Life-Cycle Planning
4. Proactive Identification and Management of Risk
5. Maximum Flexibility for Optimization and Use of Contractor Approaches

Did you know?

In the July/August 2001 issue of AR Today, it was announced that Mr. Edward C. "Pete" Aldridge, Jr. was sworn in as Under Secretary of Defense for Acquisition, Technology, and Logistics (USD (AT&L)) on 11 May 2001. Mr. Aldridge said the theme for his office will be "Acquisition Excellence." These are words to remember because now the focus has shifted from Acquisition Reform to Acquisition Initiatives to Acquisition Excellence.

Mr. Aldridge has identified five goals to achieve excellence.

1. Achieve credibility and efficiency in the acquisition and logistics support process.
2. Revitalize the quality and morale of the acquisition, technology, and logistics workforce.
3. Improve the health of the Defense industrial base.
4. Rationalize the weapon systems and infrastructure with the new defense strategy.
5. Initiate high-leverage technologies to create the weapon systems and strategies of the future.

For more information on Mr. Aldridge's plans go to http://ww.acq.osd.mil/.

Did you know? (continued)

A successful data management program will allow the program manager to:

- Make better trade-off decisions,
- Identify problem areas early,
- Reduce cycle times for decisions and information processing, and
- Expend fewer resources for data management overhead functions.

Be sure to tell all your counterparts this so they will know once again how important the data management field really is to the successful outcome of their program objectives.

Areas of Special Interest for Fiscal Year (FY) 2002

Acting Deputy Assistant Secretary of the Army for Procurement, Edward G. Elgart, has defined what he considers to be important areas for the Army procurement workforce to place emphasize on in FY 2002, which includes:

- Strategic Resourcing, Hiring, Retention, and Training – address all facets of human capital management
- Business Process Innovation – emphasize the development of innovative business processes, procurement programs, pilots, and initiatives
- Competitive Sourcing (A-76) – ensure that contracting personnel working on competitive sourcing are familiar with A-76 contracting and guidance
- Business Metrics that Drive Output – metrics to measure customer satisfaction and shorten cycle time
- Incentive Contracting and Award Fees – appropriate incentives for the type of product or services being procured
- Acquisition of Commercial Supplies and Services – ensure that emphasis is placed on commercial item acquisitions where possible
- Performance Based Service Acquisition (PBSA) – ensure all solicitations for services are performance based
- Contingency Contracting – develop a plan for training and having civilian contracting officers available to deploy in a contingency environment
- COR/COTR – properly train and monitor CORs/COTRs
- Source Selection Evaluation Criteria – design criteria to provide meaningful discriminators
- Purchase Card Program – train cardholders, billing, and certifying officials
- Past Performance – ensure contractor performance is documented on all contracts meeting the thresholds defined in AFARS
- Price Based Acquisition – assure that all contracting and technical personnel understand and utilize price based acquisition to the maximum extent possible

Past Performance

"A Guide to Collection and Use of Past Performance Information (Version 2)," dated May 2001 has been published. This guide is designed to be used by the entire acquisition workforce. The purpose of the guide is to be used as a reference tool regarding Department of Defense past performance policy. The guide lists the 10 most important tips for working with past performance information, both the collection and use of it, in source selection evaluations.

In addition to the guide mentioned above, there is also a web-enabled application that allows the retrieval of contractor past performance information. It is called the Past Performance Information Management System (PPIMS), and was developed in response to the requirements of Federal Procurement Policy Letter 92-5 and the Federal Acquisition Streamlining Act. The system is controlled by user ID and password. Government users fill out an online request for a user ID and password to gain access to the system much like most of us did to gain access to the ASSIST data base. The PPIMS is the Army's central repository for the collection and utilization of Army-wide contractor past performance information (PPI).

The PPIMS provides:

- Consolidated repository for all Army PPI
- Timely and accurate data
- Convenient access
- PPI exchange across other departments and agencies

Reference websites:

http://www.acq.osd.mil/ar/doc/ppiguide.doc
http://www.dodppais.navy.mil

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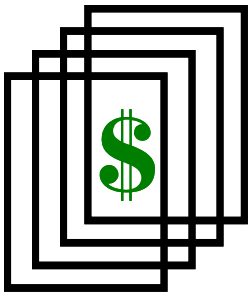

SD-19 Life Cycle Cost Savings Through Parts Management

The Defense Standardization Program Office released the new SD-19, Life Cycle Cost Savings Through Parts Management, June 2001. The document was a culmination of efforts from both industry and military representatives of the Parts Standardization and Management Committee (PSMC). The SD-19 provides Government and industry managers a pragmatic approach for parts management and assists in keeping weapon system acquisition costs, total ownership costs, and supportability costs at a manageable level. It also offers guidance to individuals who are defining parts management needs in contracts, establishing a parts management process for prime contractors, suppliers and subcontractors, and looking for an efficient and manageable part selection process. For a copy of SD-19 go to http://www.dscc.dla.mil/Downloads/psmc/SD19FINAL.pdf. POC for additional information is 876-6980.

Contractor Cost Data Report(CCDR)

The CCDRs are DOD's primary means of collecting data on the costs that DOD contractors incur in performing DOD programs. There are currently three data reports that comprise the CCDR system: Cost Data Summary Report (DD Form 1921- DI-FNCL-81565), Functional Cost Hour Report (DD Form 1921-1- DI-FNCL-81566), Progress Curve Report (DD Form 1921-2 - DI-FNCL-81567). The Plant-Wide Data Report (DD Form 1921-3) has been eliminated as a reporting requirement.

Check out the website on CCDRs at http://ccdr.pae.osd.mil/, which provides a source of current guidance and associated information. Also, the new DOD 5000.2-R discusses CCDR in C7.15.7.1. Please read the documents listed to make sure that you are using the applicable DIDs when needed.

Engineering Drawing Practices

The preferred standard for Engineering Drawing Practices is ASME Y14.100M. The industry standard was developed as a consensus standard, which means both Government and industry participation. At the same time, a new version of MIL-STD-100, designated MIL-STD-100G, was developed. The two standards were to be used in combination. The ASME Y14.100M replaced approximately 70 percent of MIL-STD-100. The forward of MIL-STD-100G details the "conditions" that must exist to justify the use of MIL-STD-100G.

The future goal is to combine the two standards into one. The resulting standard will be ASME Y14.100-2001, Engineering Drawing Practices.

The case study on the conversion process can be found at http://www.dsp.dla.mil/. Using the search engine, type in "Standardization Case Studies" and you will be able to pull up the PDF file.

Federal Acquisition Regulation (FAR) 2001 Edition

The GSA FAR Secretariat has reissued the FAR. The reissued FAR is available at http://farsite.hill.af.mil/VFFARa.HTM.

CHANGES

Distribution Statements

The distribution statement policy and standard practice have been published! The policy is AMCOM Policy 70-10, "Distribution Statements on Technical Documents," dated 7 May 2001. The pamphlet (Standard Practice) is AMCOM PAM 70-10, "Technical Data Standard Practice for Distribution Statements," dated 30 April 2001.

Both publications are available electronically on the Redstone Homepage. Once you are on the Redstone Homepage, choose the 4th option on the left (Regulations/Directives) or choose "A" in the subject index, then choose AMCOM Directives Online. Either method will take you to the listing of AMCOM publications. Once there, choose "Pamphlets" for AMCOM PAM 70-10 or choose "Policies" for AMCOM Policy 70-10. Both can be viewed with a "text" option or a "PDF" option. POC is 876-2196.

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Acquisitions Reform Network - http://www.arnet.gov/.
This is a virtual library, containing federal acquisition and procurement opportunities.

Deputy Under Secretary of Defense (Acquisition Reform) – http://www.acq.osd.mil/ar.
This is a reference library with Acquisition Initiatives news and events.

Army Acquisition Corps (AAC) – http://dacm.sarda.army.mil.
This site contains news, policies, and publications.

Army Knowledge Online – http://www.army.mil/ako/.
This is the Army's Worldwide Intranet.